

MEMORANDUM FOR: Deputy Director for Administration

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FROM : [REDACTED]
Chairman, ADMAG

SUBJECT : Employee Concerns Regarding Vacancy Notices

1. During three separate Trends and Highlights sessions, employees have expressed a lack of credibility in the filling of positions through vacancy notices. Although the complaints were not unanimous, many employees expressed the opinion that positions were being filled without issuing vacancy notices and when notices were published, the circulation was restricted or arbitrarily assigned. ADMAG, in recognition of the expressed concerns, has reviewed the vacancy notice process to determine the validity of the complaints and hereby submits the results of this review.

2. The recommended procedure, and current practice in most of the Offices that use vacancy notices, is to periodically publish projected vacancies created by rotational assignments and to issue individual vacancy notices on positions vacated due to attrition or reassignment. Normally vacancy notices are circulated only within the issuing Office where the majority of the employees with the desired career discipline, or a closely related field, are assigned. When the position cannot be filled from the sponsoring Office's resources, the notice will be forwarded to other Offices and/or Directorates.

3. ADMAG members are of the opinion the recommended procedures are effective, equitable, and when used properly, are a useful tool in assisting management in filling positions and enabling employees to seek assignments in areas of personal interest, career development and potential advancement. The initial circulation of the notice within the sponsoring office is logical, desirable and consistent with good management practices and objectives. To do otherwise would be detrimental to the employee's personal career goals and morale.

4. Intentional abuses of the system are not evident, but several factors seem to contribute to the employee's lack of confidence in the system. Some Offices, possibly for valid reasons, do not use vacancy notices and the employees are either unaware or fail to understand the reasons for this practice.

The generally recommended procedures within an Office may be inconsistently applied which furthers the lack of credibility in the system. In addition, the proclivity for overwriting the duties of the vacancy causes the employees to conclude they are not qualified when in fact they may be. The most common cause for lack of confidence is the oft heard statement, "The vacancy notices are never circulated in my office and if they are it is after the fact".

5. ADMAG would like to stress the fact that the complaints have originated predominantly within the clerical and low-grade non-technical fields and, although upward mobility is a goal of all, employees in the technical and professional fields are aware of the necessity for management involvement in the review and selection process in determining assignments in their career fields. The recommendations below are presented with this understanding in mind.

6. ADMAG recommends the DDA take the following actions to restore employee confidence in the vacancy notice process and alleviate the expressed concerns and complaints.

a. Address this subject at the DDA Office Heads staff meeting. Encourage the Office Heads to:

(1) Adopt the vacancy notice system in those Offices which do not have this procedure in effect or issue a notice to their employees regarding the system being used in lieu of vacancy notices.

(2) Take authoritative action to ensure vacancy notices are given the fullest possible distribution within their offices.

(3) Direct the authors of the notices to avoid overstating the job requirements.

b. Publish Directorate guidelines on this subject as a basis for standardization and consistency.

7. In our review of vacancy notices, we obtained a copy of a study done by the Professional Placement Branch of the Office of Personnel dealing with this subject and with their permission have attached a copy of that report for your review. We were advised by [REDACTED] Chief, Professional Placement Branch, that there were a total of 615 applicants for 73 vacancies they specially monitored in 1975. These figures do not reflect in

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their report but they do indicate the large interest and activity in the system.



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Attachment:
As stated

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2 June 1976

MEMORANDUM FOR: Component Personnel Officers

STATINTL FROM : [REDACTED]
Chief, Staff Personnel Division

SUBJECT : Vacancy Notices

1. We wish to determine the effectiveness and value of the Agency-wide Vacancy Notice System which was initiated as a voluntary program in January 1973. The intent of this system is to promote optimum use of existing manpower resources and to make information about assignment opportunities available to as many employees as possible in the spirit of the Personnel Approaches Study Group (PASG) recommendations made and implemented in the past several years. While we recognize that many positions will be filled by employees within a component as a result of effective planning for growth opportunities, desirable experience, etc., it is possible that many others could be filled by personnel from other offices and directorates. In the latter cases, the vacancy notice is meant to stimulate applications from which the best selection can be made. While the attached study of the system for the years 1973, 1974 and 1975 indicates that more vacancies were filled from outside the component than from within, the employee perceptions still appear to be that the system is "rigged".

2. The attached study (attachment A) indicates that the system has enjoyed some measure of acceptance by both managers and employees; it also shows, however, that there is a serious gap in the reporting which needs to be filled if we are to be able to determine with any accuracy, the effectiveness of the system. As you know, files often are referred directly from components without notifying PPB. In addition, applications for your vacancies from your own offices do not (nor need not) make the circuitous route through PPB. We, therefore, must rely on you to provide PPB with the statistics (and the names of the applicants of whom we are unaware) concerning your vacancies.

3. As you are aware, PPB calls your office at the time a vacancy notice is expiring to find out if the vacancy is to be removed from, or retained on, the active list. Since this call takes place either the day before, the day of, or the day after, expiration of the notice, the selection, if any, has not yet been

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made. This call is primarily to keep the bulletin board listings as up-to-date as possible and a second call is required later to gather the necessary information for the records. (This is where the serious gap is--note the "status unknown" categories for 1974 and 1975 on the attached statistical report.)

4. In order to assist us in the evaluation process, we would appreciate your cooperation in providing the information requested in attachment B. At the same time, we wish to enlist your assistance now to clear up as much of the past as possible, and in the future to avoid the problems of the past. Attached (attachment C)--for the past--is a listing of the vacancy notices published for your component on which we have incomplete information. We would appreciate your completing the blank spaces, to the extent that you have records to allow this--we are not asking for a research effort. We need to know:

- (a) The numbers of applicants for the vacancies;
- (b) If filled, whether from inside (IN) or outside (OUT) of your component;
- (c) If cancelled, the reason--no applicants at all (NO APPLS), unsuitable applicants (UNSUIT APPLS), or "Other" (explain);
- (d) If neither filled nor cancelled, indicate status under "Other".

5. For the future, we would appreciate your cooperation with the following procedure: at the time the final status of the vacancy is determined (which will most often be after PPB has already called in connection with the bulletin board listing update), please inform PPB of the following information (by phone, or by routing sheet note, speed letter, or whatever is most convenient for you):

- (a) The total number of applications received;
- (b) The names of those which came directly to your office without routing through PPB;
- (c) The component of the individual selected to fill the vacancy;
- (d) The status of the notice if no applications are received (i.e., withdrawing, recruiting from outside the Agency, notice to be reissued, etc.).

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6. The final important point is the need to provide timely information to those who apply for vacancies. No doubt you have heard many complaints from employees about having "never heard" about their applications. Some of you prefer to do your own "reject" letters and route them to the employee through PPB, which is a completely acceptable procedure. PPB will prepare "reject" notices on behalf of those components who do not wish to prepare them. For this, PPB will need the files of the applicants with an indication from you that they have not been selected for the vacancy.

7. With the information provided by you, we hope to be able to close the gaps and make the vacancy notice system work better both for the components and the employees. We would appreciate it if the questionnaire and vacancy listings could be returned to PPB by 18 June 1976.

Attachments

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VACANCY NOTICE STUDYVacancy Notices Published

	<u>1973</u>	<u>1974</u>	<u>1975</u>
Professional/Technical (P-T)	35	81	61
Clerical (CL)	<u>32</u>	<u>101</u>	<u>103</u>
Totals	67	182	164

A. SUMMARY OF NOTICES PUBLISHED
BY DIRECTORATE/AREA

<u>Directorate/Area</u>	<u>1973</u>			<u>1974</u>			<u>1975</u>		
	<u>P-T</u>	<u>CL</u>	<u>TOT</u>	<u>P-T</u>	<u>CL</u>	<u>TOT</u>	<u>P-T</u>	<u>CL</u>	<u>TOT</u>
DCI	1	3	4	5	15	20	7	14	21
DDA	4	13	17	23	20	43	17	20	37
DDI	9	6	15	17	19	36	7	26	33
DDO	4	1	5	6	1	7	4	--	4
DDS&T	<u>17</u>	<u>9</u>	<u>26</u>	<u>30</u>	<u>46</u>	<u>76</u>	<u>26</u>	<u>43</u>	<u>69</u>
Totals	35	32	67	81	101	182	61	103	164

B. SUMMARY BY ACTION

<u>Action</u>	<u>1973</u>			<u>1974</u>			<u>1975</u>		
	<u>P-T</u>	<u>CL</u>	<u>TOT</u>	<u>P-T</u>	<u>CL</u>	<u>TOT</u>	<u>P-T</u>	<u>CL</u>	<u>TOT</u>
Filled-Inside*	2	2	4	5	3	8	11	17	28
Filled-Outside*	8	11	19	13	5	18	22	28	50
Filled-Unknown	9	3	12	21	22	43	--	--	--
No Appls-Reissue	--	--	--	--	--	--	--	3	3
No Appls-Cancel	2	9	11	6	13	19	1	--	1
Withdrawn to Reissue	--	--	--	--	--	--	1	2	3
Withdrawn-Not Filling	--	--	--	--	--	--	3	2	5
Recruiting from Outside	--	--	--	--	--	--	3	--	3
Status Unknown	12	5	17	30	56	86	15	44	59
No One Selected	2	2	4	1	--	1	--	--	--
Open (current at end of year)	<u>--</u>	<u>--</u>	<u>--</u>	<u>5</u>	<u>2</u>	<u>7</u>	<u>5</u>	<u>7</u>	<u>12</u>
Totals	35	32	67	81	101	182	61	103	164

* Inside-within advertising component.
 Outside-from advertising component.

VACANCY NOTICE SYSTEM SURVEY

COMPONENT: _____

1. How are the vacancy notices made available to your employees?

- ☐ circulation to sections
- ☐ posted in central location
- ☐ circulation to each employee
- ☐ other (explain)

REFERENCE

2. Do you screen the applications for vacancies in other components to determine that the qualifications of the applicants meet those required by the vacancy notice?

- ☐ yes
- ☐ no

3. In what manner would you prefer to receive applications for your vacancy notices?

- ☐ telephone call from the employee
- ☐ memorandum from the employee
- ☐ telephone call from component personnel officer or PPB
- ☐ formal vacancy application
- ☐ other (explain)

4. Do you usually interview the applicants for your vacancy notices?

- ☐ some (after screening of file)
- ☐ all

Do you consider the vacancy notice system effective in your component?

☐ yes

☐ no (explain)

6. Do you generally circulate an internal component or Directorate-wide notice before advertising vacancies Agency-wide?

☐ yes

☐ no

☐ sometimes

7. Do you have any idea how your component employees perceive the system? (Many employees have reported that they believe the advertised vacancies to be already filled and that components are only complying with a requirement to advertise.)

8. Have you any suggestions as to how to improve the system?

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30 April 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: Possible Means of Improving Agency
Vacancy Notice System

1. Attached is an issue of a bulletin published weekly by the Systems Group of TRW, Inc. The bulletin lists and describes every job vacancy existing or impending within the Group as of the date of publication. All vacancies, even those for which preferred candidates have been identified, must be advertised at least once, and final selection for a job cannot be made until at least six days after its initial advertisement.

25X1A 2. The work environment in the Systems Group is similar to that in the Agency in important respects. The [redacted] employees are located in scattered facilities and are involved in activities that draw on an impressive array of disciplines and demand wide ranges of skills. Much of the work involves classified projects, and there is heavy reliance on security compartmentation. Despite the presence of such formidable barriers, the Group has managed to devise an arrangement that gives every employee equal and easy access to up-to-date and complete information on job openings.

3. Like TRW, the Agency operates in an environment in which jobs demanding wide ranges of skills and experience regularly appear and disappear. The existing vacancy notice system seems ill-suited for marrying needs to capabilities and is a major source of unequal opportunity which in turn causes employee complaint, uneasiness and general dissatisfaction. Many important openings are never advertised, supporting allegations of favoritism and cronyism and charges that our human resources are not being used efficiently. The circulation of notices is uneven and, in some components, haphazard. The fact that the advertisement of most opportunities is restricted to the directorate in which the vacancy exists nurtures the feeling that CIA is five agencies rather than one.

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4. We recommend that the Office of Personnel be asked to comment on the advantages and disadvantages associated with adopting procedures similar to those used at TRW. The views of the directorate management staffs might be pertinent, too.

THE MANAGEMENT ADVISORY GROUP

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16 June 1976

MEMORANDUM FOR: Management Advisory Group

FROM: B. C. Evans
Executive Secretary

SUBJECT: Agency Vacancy Notice System

1. I referred your memorandum of 30 April 1976 on "Possible Means of Improving Agency Vacancy Notice System" to the Director of Personnel and the Deputy Director for Administration for comment.

2. It is felt that the career service concept of personnel management to which the Agency is committed is the chief bar to a program which would see the universal use of vacancy notices. While the use of vacancy notices within the Agency continues to grow, there does have to be a reasonable limitation on their use. If such were not the case, we would do considerable violence to the Personnel Development Program and thwart to a considerable degree the orderly and planned career development of the majority of our personnel. We continue to encourage the use of vacancy notices.

B. C. Evans

Attachment

Memo for DDA fm D/Pers dtd 20 May 76,
Subj: Vacancy Notices

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MEMORANDUM FOR: Deputy Director for Administration

FROM: W. M. Janney
Director of Personnel

SUBJECT: Vacancy Notices

REFERENCE: DDA 76-2399 dtd 12 May 76, same subject

1. We have reviewed the attached material and find it somewhat difficult to respond to with any degree of completeness. Additional information would be needed before a more thorough comparison of the two systems could be made. Such questions arise as:

- a. How successful is the TRW system?
- b. How do the managers and the employees perceive it?
- c. Do the TRW employees have the same complaints that ours do?
- d. Is it known that all vacancies are actually advertised?
- e. Are there any "consequences" if all vacancies are not advertised?
- f. Is the TRW personnel management centralized so that one office has knowledge of all vacancies, or is it decentralized as is our system?
- g. How does TRW accomplish career planning?

2. Perhaps a brief review of our vacancy notice system would be helpful in order to make what comparisons we can. Our personnel management system is established on a decentralized basis, with responsibility assigned to the four Deputy Directors and the Head of the E Career Service. The heads of these five major components have been given specific career service responsibilities relating to the management of their positions and the career development of their employees. The vacancy notice system is an integral part of the management responsibilities of these components. Nothing in our present system precludes an office from advertising outside of that office. Some offices and directorates, however, choose to exhaust the pos-

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sibilities within their offices or Directorates—in line with their responsibility to manage the careers of their employees—before seeking candidates from other directorates. When an office decides to advertise Agency-wide, the information concerning the vacancy is prepared within the component and submitted to the Office of Personnel for review and publication. Distribution is made to all components of the Agency of one to thirty copies. Interested employees who meet the qualifications outlined may then submit their applications through their own personnel officers to the Office of Personnel, or directly to the advertising component for clerical vacancies. The components then deal directly with the employee who has applied, or his/her personnel officer, to arrange interviews if they wish (interviews are not mandatory). If a selection is made, the component again deals directly with the employee's component to arrange release dates, while employees who are not selected are notified by means of "reject letters."

3. It might be of interest to note that in 1975, a total of 164 vacancy notices were published (103 professional/technical, 61 clerical). Of these, 28 were filled from within the advertising component and 50 by employees from other than the advertising component. Several notices were canceled because of lack of applicants and we had incomplete information on the status of 59 others. In other words, we know that nearly a third of the vacancies were filled with employees from outside the advertising component. These statistics seem to argue that the present vacancy notice system is working quite well.

4. With the foregoing in mind, we can see some advantages in the TRV system:

a. A consolidated listing—as opposed to individual notices—could perhaps result in some time and paper savings.

b. If indeed all vacancies are advertised, and if there is top-level management assurance of that fact, and if the employees believe it is so, then there could be some change in employee's attitudes towards and perceptions of the system.

These are minor, however, when we consider our chief concern: the impact of such a system on the career planning and upward movement of Agency employees. Aside from the Personnel Development Plan, the Annual Personnel Plan, upward mobility

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programs and other formalized career development programs, which would be obviated, day-to-day personnel management which is a part of the manager's ongoing responsibility would undoubtedly be seriously affected. Competitive evaluations, training for future jobs, resolution of PRA situations, promotions, reassignments to fill critical needs or unexpected requirements, program or project changes requiring immediate action, all would be subject to the system and create more barriers to good personnel management than are now perceived by employees to exist. Our concern is that the career service planning mechanism would be nullified by a system which demands mandatory advertisement of all vacancies prior to the accomplishment of any action.

F. W. M. Janney

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